
Economic Development

3.0 ECONOMIC DEVELOPMENT

I.	STATUTORY REQUIREMENTS.....	3-1
II.	Opportunities and Constraints (ISSUES).....	3-2
	A. Population Growth.....	3-2
	B. Local.....	3-2
	C. Retention and Enhancement of Existing Commercial and Office Uses....	3-2
	D. Location of New Office and Retail Space.....	3-2
	E. Regional Commercial Market Share.....	3-2
	F. Business Hotel/Motel Market Share.....	3-2
	G. Destination Resort.....	3-3
	H. Enhancement of North Beach and Pier Bowl Areas As Tourist/Recreational Hubs.....	3-3
	I. Business Park and Industrial Market Share.....	3-3
	J. Enhancement of Los Molinos Industrial Area.....	3-3
III.	OVERVIEW OF ECONOMIC DEVELOPMENT POLICY.....	3-4
IV.	GOALS, OBJECTIVES, AND POLICIES.....	3-5
	A. Economic Development Overview.....	3-5
	B. Retail and Office Commercial Activity.....	3-6
	1. Citywide.....	3-6
	2. Downtown.....	3-7
	C. Hotel and Tourist Activity.....	3-8
	D. Industrial Activity.....	3-9
V.	IMPLEMENTATION PROGRAMS.....	3-12
	A. Secure Sufficient Acreage and Guidelines for Physical Development.....	3-12
	B. Coordinate City Economic Development Efforts.....	3-12
	C. Monitor and Adjust for Fiscal Impacts of Economic Development.....	3-13
	D. New Business Marketing Program.....	3-13
	E. Business Retention Program.....	3-15
	F. Redevelopment Needs.....	3-15
	G. Program to Expand Hotel and Visitor-related Activities.....	3-16
VI.	Glossary.....	3-18

I. STATUTORY REQUIREMENTS

In addition to the seven mandatory elements, other optional elements may be included in a City's General Plan. California Government Code Section 65303 states:

The General Plan may include any other elements or address any other subjects which, in the judgment of the legislative body, relate to the physical development of the county or city.

Once the Economic Development Element is adopted, it becomes a component of the General Plan, with the same legal status as one of the mandatory elements.

II. OPPORTUNITIES AND CONSTRAINTS (ISSUES)

A. Population Growth

The population of the City (excluding the City's Sphere of Influence) is projected to increase from 40,905 to approximately 61,000 by 2010, almost a 50% increase over the 1990 population. Residential development, particularly single-family homes, represents a net drain on City funds in that the cost of services such as police, fire, city administration, etc., is more than revenue from the residents' property tax, transfer tax, fees, etc.

B. Local

Currently, there are 1.75 million square feet of retail space and 540,000 square feet of office space in San Clemente. An additional 2.7 million square feet of retail space and 345,000 square feet of office space is projected to be supportable in the City by 2010.

C. Retention and Enhancement of Existing Commercial and Office Uses

Approximately 84% of all existing retail space and 80% of all existing office space in the City is located in the original downtown area (El Camino Real/Avenue Del Mar). Most of the projected new cumulative growth will tend to locate in the currently undeveloped areas of the City, east of the Interstate 5 Freeway. A strategy is needed to help ensure that the existing commercial and office uses in the City do not fall victim to competition from the new commercial development.

D. Location of New Office and Retail Space

The demand for new retail space through 2010 will be strong due to the projected increase in population of approximately 19,000. Most of the new population will locate in newly developed neighborhoods east of the freeway. Developers of local-serving retail space will seek to also locate in these new areas. It is important to discourage strip commercial development, which dissipates market support (i.e., provide competing uses) and encourage "nodes" or centers of commercial activity, thereby ensuring strong market support for all new retail space.

E. Regional Commercial Market Share

Projections of future demand for regional retail space indicate that approximately 440,000 square feet of new regional space may be supported in San Clemente by the year 1995 and 650,000 new square feet by the year 2000. There is a window of opportunity of perhaps 4 to 6 years (through 1996) for a regional shopping center (traditional, power, or promotional) to be attracted to the City. If suitable sites are not readily available during this time, this use will likely be developed in neighboring cities.

F. Business Hotel/Motel Market Share

San Clemente's hotels and motels (excluding residential hotels, guest houses, and boarding houses) are small in scale with limited amenities and a greater distance from the beach than facilities in the larger market. This has resulted in an extremely low off-season occupancy rate and a lower overall occupancy rate than the larger market. Market projections indicate support for an additional 190 rooms by 2010. This size is

suitable for a business-oriented hotel that provides services needed by business travelers and conferees, as well as some amenities that do not require a large amount of space. For this type of hotel, an ocean view is desirable but not critical if an inland site has a reasonable view. Access to amenities such as golf courses is important.

A business hotel is not competitive with a destination resort hotel.

G. Destination Resort

The market for a destination resort hotel is not quantifiable and success depends on non-local, particularly overseas promotion, to the international tourist market. Such a facility is a highly desirable supplement to the identified market support for 190 rooms.

H. Enhancement of North Beach and Pier Bowl Areas As Tourist/Recreational Hubs

Both North Beach and the Pier Bowl have the potential to serve as the prime tourist/recreational hubs in San Clemente while at the same time providing amenities for residents. Tourist-supported commercial, as well as recreational and cultural activities should be promoted in these two areas.

I. Business Park and Industrial Market Share

The tenants of Rancho San Clemente are involved primarily in light industrial activities such as distribution, printing, woodworking, warehousing, and manufacturing. Products manufactured in this Business Park include audio equipment, doors and windows, cryogenic cylinders, wire stripping tools, medical supplies, race cars and parts, and tiles.

The conditions under which currently occupied square footage was absorbed is expected to continue over the next decade. The increase in total population in the 1990's is expected to exceed the increase in the 1980's by almost 50%, and; the geographic location of the City at the southern tip of Orange County makes it likely that lease and land prices will remain low relative to the rest of the County. After 2000, the population growth will slow dramatically to 30% of growth in the 1990's. Assuming, however, that prices remain low relative to the balance of the County, it is estimated that on average, the annual absorption may reach 112,000 square feet through 2010.

J. Enhancement of Los Molinos Industrial Area

The Los Molinos business/industrial area currently houses an incompatible mixture of heavy industrial, light industrial, office and residential uses. The area should be promoted as a business park, similar to Rancho San Clemente. Receiver sites for heavy industrial uses that choose to relocate should be provided in other appropriate areas in San Clemente.

III. OVERVIEW OF ECONOMIC DEVELOPMENT POLICY

This portion of the Economic Development Element establishes goals, objectives, policies, and implementation programs that will guide the manner in which the economic needs for the community will be met. Policies stated in this section contain a direct relationship to the desired goals of the community as well as the identified issues in the preceding subsection. These policies are the legislative tools with which the City can utilize to achieve San Clemente's vision for the future.

The economic development policies address the following:

1. Maximizing the City's market potential and providing opportunities for new jobs.
2. Generating cumulative growth which provides net fiscal gains.
3. Maintaining and enhancing existing commercial cores.
4. Increasing tourist-supported commercial activity to capture potential expenditures and tax revenue.
5. Generating ongoing industrial growth and maintaining current activity to provide ample employment opportunities for residents.

IV. GOALS, OBJECTIVES, AND POLICIES

The following presents the goals, objectives, and policies for economic development in the City of San Clemente. Listed at the end of each policy is a capital "I" and number(s) in parentheses which refers to the pertinent implementing program(s) detailed in the following subsection.

A. Economic Development Overview

Goal

Provide for the economic needs of San Clemente residents including retail shopping opportunities and services, employment opportunities and fiscal stability.

Objective

- 3.1 Maximize the City's market potential in terms of retail, industrial, office and hotel activity. This would provide an increase in shopping opportunities to serve the current and projected population, retain sales and occupancy tax revenue in the City, and provide approximately 11,000 new jobs in San Clemente over the next two decades.

Policies

- 3.1.1 Adopt a Land Use Map which designates acreage for heavy industrial, light industrial/business park, and commercial activity (*I 3.1*).
- 3.1.2 Initiate strategies to market for, attract, and/or accommodate new activity as defined in the Economic Development policies under Objective 3.3 through 3.12 (*I 3.1, I 3.2, I 3.3, I 3.4, I 3.5, I 3.6, and I 3.7*).
- 3.1.3 Maintain the existing land use designations which will accommodate the projected population of approximately 61,000 within the current City limits by 2010 and approximately 67,000 within the City's existing Sphere of Influence. The projected market potential is dependent, to a large extent, on population growth in San Clemente (*I 3.1*).

Objective

- 3.2 Generate cumulative growth that provides net fiscal gains to the City.

Policies

- 3.2.1 Determine the need for a fiscal impact analysis as part of the Development Review process. The purpose is to provide input into assessment of City-wide impact of development activities and to determine what costs to the City, if any, may be subject to mitigation (*I 3.2 and I 3.3*).
- 3.2.2 Monitor the fiscal impact of the mix of development proposals and activity on an annual basis to determine the optimal phasing of new development, according to its net positive or negative fiscal impact. In addition to monitoring the fiscal impact by type of development, the fiscal impact of development in different

locations should be monitored. The purpose of such monitoring efforts is to ensure that the costs of services are balanced with revenues generated on a recurring basis (*I 3.2 and I 3.3*).

- 3.2.3 Assess periodically the structure of utility rates and user fees to ensure that such rates and fees cover the true cost to the City (*I 3.2 and I 3.3*).

B. Retail and Office Commercial Activity

Goal

Maintain and enhance existing commercial cores and provide for economically sound new community-serving and regional-serving commercial concentrations, for both shopping and tax revenue opportunities.

1. Citywide

Objective

- 3.3 Attract new retail development to meet the needs of the current and projected population, as well as to retain potential sales tax revenue in the City and encourage the development of local-serving office space to meet the needs of the current and projected population, and to provide jobs for local residents. (Market analysis in the Technical Background Report indicates that there is little, if any, market for regional office space in San Clemente.)

Policies

- 3.3.1 Designate up to 100 acres for a regional shopping center and other regional retail activity, not necessarily at one site, and ensure that land zoned for regional retail is readily accessible from the freeway, as well as from existing and planned residential areas. The high school site, which is approximately 40 acres, is appropriate for a regional mall due to its accessibility to the freeway, as well as existing and planned residential areas (*I 3.1*).
- 3.3.2 Designate a sufficient amount of land to accommodate 345,000 square feet of office space, the projected growth in demand for local-serving office space by 2010. This requires about 32 acres (*I 3.1*).
- 3.3.3 Either designate approximately 14 to 20 acres of vacant land for an auto park or identify this amount of improved land that may be suitable for re-cycling. Similar to the requirement for other regional activity, the site should be readily accessible from the freeway (*I 3.1, and I 3.6*).
- 3.3.4 Establish an aggressive marketing program to effectively compete with neighboring cities to attract regional-serving uses such as a traditional mall, power or promotional center and/or auto park, and engage in outreach to encourage outlets to remain in San Clemente. The marketing program shall involve direct solicitation of developers and headquarters of chain stores,

explanation of potential assistance programs, and explanation of market support (*I 3.4*).

- 3.3.5 Consider the use of redevelopment authority or development agreements to acquire the designated site(s) for the regional shopping center and/or autopark (*I 3.4 and I 3.6*).
- 3.3.6 In addition to the regional retail land uses listed in Policy 3.3.1 above, designate a sufficient amount of land to accommodate projected demand for neighborhood and community-serving retail through 2010, approximately 110 acres (*I 3.1*).
- 3.3.7 Provide that concentrations of neighborhood and community-serving commercial space in new areas avoid extended strip patterns and dissipation of future and existing shopping opportunities, and; enforce the various design and FAR requirements along El Camino Real to create a sense of distinct, concentrated commercial areas along this corridor (*I 3.1*).
- 3.3.8 Adhere to height and FAR standards in conformance with the policies contained in the Land Use element for retail and office buildings in order to create and maintain an attractive image for each commercial concentration. An attractive image is an essential element to ensure that commercial development in San Clemente captures its full potential share of market demand (*I 3.1*).
- 3.3.9 Establish an outreach program to encourage existing business that are in conformance with the General Plan to remain in or at their current locations. Maintenance of the shopping opportunities now available is key to retaining the economic viability of the commercial corridors and clusters (*I 3.2 and I 3.5*).
- 3.3.10 Allow for mixed use districts in designated areas and establish incentives, such as expansion of parking capacity and provision for second floor specialty office over retail, to attract projected growth in local-serving office space (*I 3.1 and I 3.5*).
- 3.3.11 In areas designated as mixed use, require retail use on the first floor and allow for office or residential uses on the second floor or in the rear of the building in the downtown. Utilize mechanisms such as height and density bonuses, as set out in Land Use element (*I 3.1*).

2. Downtown

Objective

- 3.4 Secure the City's existing commercial tax base through the enhancement of El Camino Real Corridor and Avenida Del Mar in the downtown (see Land Use Element Figure 1-2) as a principal activity and economic center.

Policies

- 3.4.1 Attract an "anchor" use to the downtown area (e.g., theater complex, auditorium, cultural, entertainment, dining, retail, or other) that would draw residents, promote foot traffic, and provide evening activity (*I 3.4*).
- 3.4.2 Develop and/or continue promotional events, such as theme events or open air markets, to promote an awareness of Downtown as a commercial activity center (*I 3.5*).
- 3.4.3 Establish an outreach program to encourage existing businesses in Downtown, that are in conformance with the General Plan, to remain at or near their current locations and encourage office users to relocate to second-story or in the rear of the building (*I 3.5*).
- 3.4.4 Establish a marketing program to attract new retail outlets to the downtown (*I 3.4*).
- 3.4.5 Investigate the parking needs of an enhanced downtown area and provide a plan and implementation program to address the identified needs. Shared parking, off-site parking, shuttle service, and public parking areas and/or structures should be considered (*I 3.5*).

C. Hotel and Tourist Activity

Goal

Increase the number of hotel rooms and tourist-supported commercial activity in the City in order to capture potential tourist-generated expenditures and tax revenue.

Objective

- 3.5 Encourage development of a business hotel or a hotel that provides an alternative to higher-end resorts.

Policies

- 3.5.1 Provide a sufficient amount of land to accommodate the projected demand for a business hotel. A portion of the Marblehead Coastal site would meet this criteria. (*I 3.1*).
- 3.5.2 Solicit cooperation from developers of the designated site(s) in pursuing a business hotel. Cooperation can be formalized through developer agreements (*I 3.2 and I 3.7*).
- 3.5.3 Designate a sufficient amount of land for one or more golf courses, a minimum of 150 acres each, to be accessed by patrons of a business-oriented hotel. A golf course is a proven attraction to business visitors and off-shore tourists (*I 3.1*).

Objective

- 3.6 Provide for the potential of a destination resort hotel.

Policies

- 3.6.1 Examine sites currently targeted by developers for a destination resort to determine costs to be incurred by the City, if any, and to prioritize sites based on these costs (*I 3.7*).

Objective

- 3.7 Encourage tourist-supported commercial activity to concentrate in selected areas of the city in order to create identifiable centers of interest for visitors.

Policies

- 3.7.1 Adopt a Specific Plan for the North Beach area and a Specific Plan for the Casa Romantica/Pier Bowl area, to serve as a guide for future development (*I 3.7*).
- 3.7.2 Encourage the transition of North Beach to a cohesive, pedestrian-oriented, tourist commercial "village" through design standards for new development in accordance with the Land Use and Urban Design Elements (*I 3.1*).
- 3.7.3 Investigate the potential for applying redevelopment tools such as land assemblage in the North Beach area (*I 3.6*).
- 3.7.4 Promote the transformation of the non-conforming mobile home park currently located in North Beach on the ocean side of the Pacific Coast Highway to the site's designated land use of Open Space/Shoreline district (*I 3.1 and I 3.7*).
- 3.7.5 Encourage some intensification of commercial and recreational activities in the Pier Bowl area in conformance with Land Use Element (*I 3.1 and I 3.7*).
- 3.7.6 Encourage rehabilitative maintenance or adaptive re-use of Casa Romantica and grounds by allowing intensification of uses on the property, thereby providing a revenue source for maintenance or re-use, in conformance with Land Use element (*I 3.1 and I 3.7*).

D. Industrial Activity

Goal

Generate new industrial growth in an orderly and controlled manner through diversification of the industrial base and maintenance of current activity in order to provide employment opportunities for residents.

Objective

- 3.8 Increase, on an ongoing basis, the number of firms within the industries now represented in the City; and capture industries that are not currently represented in the City but are stable industries and compatible with City needs in terms of traffic and air quality.

Policies

- 3.8.1 Establish a marketing program to identify desired new industries and attract new industrial activity which may involve development of promotional brochures that explain positive aspects of living/working in San Clemente and discuss any available City assistance programs; direct marketing to firms in targeted industries, and; advertisements in trade journals (*I 3.2 and I 3.5*).
- 3.8.2 Adhere to FAR and design standards for industrial buildings which will create and maintain an attractive image for San Clemente's industrial areas. This image will allow the City to capture its full potential share of the industrial market (*I 3.1*).

Objective

- 3.9 Maintain within the City the existing industrial base that is currently located in Los Molinos and in Rancho San Clemente Business Park, and capture the City's identified market share of future industrial uses.

Policies

- 3.9.1 Establish an outreach program to encourage existing firms to remain in San Clemente, and actively monitor expansion and relocation plans of these firms. Such a program will establish on-going contact with owners and managers of industrial firms in San Clemente and convey the City's interest and capabilities relative to the firms' needs and interests (*I 3.2 and I 3.4*).
- 3.9.2 Encourage and/or assist with relocation of heavy industrial firms now in Los Molinos to more appropriate, heavy industrial receiver sites in the City. This would allow for the development of new light industrial in Los Molinos without negatively impacting existing firms (*I 3.5 and I 3.6*).
- 3.9.3 Investigate the potential for forming a redevelopment project area in the Los Molinos area in order to revitalize the area and attract new investment (*I 3.6*).

Objective

- 3.10 Make available sufficient acreage in order to capture the City's fair share of industrial regional growth through the year 2010.

Policies

- 3.10.1 Designate a sufficient amount of land to accommodate the projected growth in demand for industrial space by 2010, (a minimum of 60 acres) and allocate the land designated for industrial to various kinds of industrial use heavy, light, and business park (*I 3.1*).
- 3.10.2 Accommodate most of projected demand for light industrial and business park space in Rancho San Clemente and Los Molinos to retain distinctly, identifiable light industrial centers in San Clemente (*I 3.1*).

- 3.10.3 Locate heavy industrial activities in inland areas designated by the Land Use Plan for such uses (*I 3.1*).

V. **IMPLEMENTATION PROGRAMS**

The following lists the programs which implement the economic development policies contained in the preceding subsection of the plan. The capital "I" and number preceding each program are referenced by the policies which they implement.

A. Secure Sufficient Acreage and Guidelines for Physical Development

- I 3.1 Adopt the Land Use Plan Map and revise the Zoning Ordinance to be consistent with the General Plan, as detailed in the Land Use Implementation Programs. This ensures that a sufficient amount of land is designated to accommodate projected economic activity through 2010. Economic uses are located throughout the City, and constructed in such a way (i.e., according to density and design criteria) as to best capture the potential market and serve City residents.

Responsibility: City of San Clemente City Council in cooperation with the Community Development Department

Funding Source: City of San Clemente General Fund and/or other available funding sources approved by the City.

Schedule: Within 18 months of General Plan adoption per state law or as funding permits.

B. Coordinate City Economic Development Efforts

- I 3.2 Designate a position within the City to function as an economic development manager. Place this position within a department/office that allows for pursuing economic development activities, and formalize the goals of this position, which shall include the following:

- a. The preparation and promotion of marketing programs to solicit new industrial firms, retail outlets, and hotels.
- b. The preparation and implementation of a business retention program to keep retail and industrial businesses in the City and, where appropriate, in their current general location.
- c. The preparation of procedures for expediting the development review process in response to specific development requests, to effectuate the City's interest in attracting new business.
- d. The preparation of procedures for maintaining flow of relevant information to all active city agencies, departments, and organizations.
- e. The preparation of periodic reports to the City Council for informational purposes.
- f. The preparation of evaluations of the fiscal impacts of development.

Responsibility: City of San Clemente City Council and Community Development Department.

Funding Source: City of San Clemente General Fund and/or other available funding sources approved by the City.

Schedule: Within 24 months of General Plan adoption or as funding permits.

C. Monitor and Adjust for Fiscal Impacts of Economic Development

I 3.3 The City shall determine a threshold project size for new development, above which a fiscal impact analysis is required. The City shall use the computer model developed for the General Plan to analyze the potential project-specific fiscal impacts and determine what costs to the City, if any, may be subject to mitigation. The cumulative impacts of development over time, i.e., the sum of all project-specific outputs, shall also be monitored. Based on the results of such monitoring efforts, the City shall determine which or what kind of activities, if any, should be encouraged or delayed (according to their net positive or negative fiscal impact) over the next time period. The purpose of on-going fiscal evaluations is to ensure that the recurring costs of municipal services are balanced with recurring revenues generated.

In order to reflect the actual one-time costs of permit issuance, the City shall periodically adjust development project permit fees.

Responsibility: City of San Clemente Community Development Department.

Funding Source: Privately Initiated: Development application fees.

City Initiated: General Fund or Redevelopment Funds in redevelopment areas.

Schedule: Administration: Ongoing, as projects are submitted and as funding permits.

Permit Fee Adjustments: Periodically as needed or as funding permits.

D. New Business Marketing Program

I 3.4 A marketing program shall be developed by the Economic Development Manager described in I 3.2, aimed at capturing new regional retail facilities and industrial activity. The program will involve the following steps:

- a. Identify target industries, i.e., stable, growth industries that are compatible with City needs such as of traffic, air quality, and etc.
- b. Develop promotional brochure and materials in coordination with other active agencies and organizations.

- c. Develop a regional/national/international master list of firms within the target industries to contact through the marketing campaign and update list on an annual basis.
- d. Undertake mailings to and personal contact with, firms in the targeted industries to establish and maintain an awareness of available opportunities in San Clemente; advertise in relevant trade journals and publications.
- e. Maintain liaisons with real estate brokers, industrial and retail associations, etc., as sources of news of interest on the part of specific firms, as well as to maintain an awareness of the City's general interests. Convey the City's specific interest in particular areas such as Downtown, North Beach, etc.
- f. Develop a regional/state master list of regional serving retail outlets now not located in the City, to contact through the marketing campaign.
- g. Solicit developers with experience in mixed-use and/or specialty development projects in established areas of small cities. Contact other cities to obtain contacts.
- h. Pursue an aggressive marketing campaign involving mailings to, and personal contact with, targeted regional retail outlets and mall developers to establish and maintain an awareness of available opportunities in San Clemente. Opportunities to focus on include growth in demand, income level and available sites.
- i. Explore feasibility of acquiring the high school site through a development agreement with one of the developers of the planned communities whereby a new high school site is designated in direct exchange for the existing high school site. Incentives for providing a new high school site that do not involve a direct exchange may include density bonuses, negotiated tax agreements over a specified period of time, and/or a direct full or partial purchase of the required acreage.
- j. Prioritize target development activities for which incentive programs will be offered/utilized.

Responsibility: City of San Clemente Community Development Department.

Funding Source: City of San Clemente General Funds, tax increment revenue generated by corresponding redevelopment projects and/or any other funding.

Schedule: Ongoing in concert with the hiring of an Economic Development Manager or as funding permits.

E. Business Retention Program

I 3.5 The economic development manager shall develop a business retention program aimed at maintaining the existing and future retail and industrial base through the following steps:

- a. Develop a list of industrial firms currently located in the City through a door-to-door survey, and update list on an annual basis. (It is usually not possible to determine exactly what a particular firm does from the business license listings.)
- b. Provide for an ongoing relationship with existing firms and retail outlets to monitor their needs and concerns and to determine which needs and concerns can be addressed by the City. This can be achieved through regular, formal meetings between City representatives and local firms.
- c. Establish a liaison with the local merchants' associations, Chamber of Commerce and Downtown Business Association, to identify issues of concern, if any, within the retail community.
- d. Through the local merchants' associations and/or the Chamber of Commerce, maintain and enhance a series of coordinated, promotional events such as a Cinco de Mayo festival, open air markets, running races, Kid's Day, etc., that will draw City-wide attention to particular areas, such as Downtown.
- e. Investigate the parking capacity of the Downtown area and plan for capital improvements where necessary to provide comparable parking capacity to newly developing commercial areas outside Downtown.
- f. Implement an outreach program to retain existing downtown businesses and promote the addition of new businesses downtown.

Responsibility: City of San Clemente, Community Development Department (Economic Development Manager).

Funding Source: City of San Clemente General Fund and/or other available funding sources approved by the City.

Schedule: Within 18 months of hiring the Economic Development Manager or as funding permits.

F. Redevelopment Needs

I 3.6 Older areas of the City may suffer from conditions that impede investment and new development. Thus, the following steps should be undertaken:

- a. Investigate the need for adoption of redevelopment plans for older areas of the City such as Los Molinos, North Beach, and Downtown.

- b. Explore feasibility of acquiring a site for an autopark through use of redevelopment tools. Sales tax revenue bonds may be used to fund the purchase.
- c. If Redevelopment Project Areas are established, offer a range of assistance programs to developers locating in these Project Areas, such as tax increment financing and special assessment financing, as detailed in the Land Use Implementation Programs.

Responsibility: City of San Clemente, Community Development Department (Economic Development Manager).

Funding Source: Initial planning activities: City of San Clemente General Fund.

Implementation tax increment revenue generated by each individual redevelopment project area.

Schedule: As needed or as funding permits.

G. Program to Expand Hotel and Visitor-related Activities

I 3.7

- a. Explore feasibility of generating marketing efforts for a business hotel through an agreement with developers of the master-planned communities. The agreement should stipulate that the site(s) be appropriately marketed in the near-term to hotel developers. In this way, the City is able to enlist the private sector to assist in achieving the City's goals.
- b. Require that developers with targeted sites for a destination resort show proof of active interest in these sites (i.e., such as a marketing plan, prospectus of the proposed development, etc.) in order to obtain entitlements. This ensures that primary sites are actively on the market. Secure a written commitment and good faith deposit from the investor/developer of a destination resort prior to any capital expenditure by the City if such expenditure is agreed to. (For example, the Shore Cliffs site may require construction of a drainage system).
- c. Investigate the parking and circulation capacity of the Pier Bowl and Casa Romantica area to determine the extent to which existing capacity can support new commercial activities. Identify and plan for parking and circulation improvements necessary to allow for sufficient retail development to create a tourist-oriented commercial area.
- d. Prepare and adopt a Specific Plan for the North Beach area and a Specific Plan for the Casa Romantica/Pier Bowl area.
- e. Strictly enforce the City's municipal code regarding non-conforming land uses on the existing, non-conforming Capistrano Shores mobile

home park. Investigate alternatives and feasibility for acquiring said land for public ownership.

Responsibility: City of San Clemente Community Development Department.

Funding Source: City of San Clemente General Fund and/or other available funding sources approved by the City.

Schedule: Within 24 months of hiring an Economic Development Manager or as funding permits.

VI. GLOSSARY

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|---|---|
| A. <i>Power Center</i> | An agglomeration of commercial uses comprised largely of big discount retailers (i.e., Home Depot, Price Club, Wal-Mart, etc.). |
| B. <i>Promotional Center</i> | An agglomeration of commercial uses comprised of outlet or discount merchandise for major manufacturer of clothing apparel, accessories and housewares. |
| C. <i>Regional Retail</i> | Commercial uses which cater to more than just the local community. These uses will draw from the "region" and commonly have greater visibility (i.e., seen from the freeway). |
| D. <i>Traditional Shopping Center/Mall</i> | A shopping center commonly enclosed, generally comprised of 2-4 large anchor stores (i.e., Nordstrom's, Robinsons-May Company, etc.) and smaller specialty stores. |
| E. <i>Floor Area Ratio (FAR)</i> | Is the total gross area of a building (floor space) excluding basements, balconies and stair bulkheads) on a lot divided by the total area of that lot. |